

**The Charter School North Dulwich**  
**Minutes of Local Governing Board Meeting**  
**Wednesday 24<sup>th</sup> March 2021, 6.00 pm via Zoom**

| <b>Governors</b>        | <b>Role</b>        | <b>Present/apologies</b> |
|-------------------------|--------------------|--------------------------|
| Amanda King (AKG)       | Chair of Governors | Present                  |
| Catherine Barrows (CBS) | Governor           | Present                  |
| Lucy Hamer (LHR)        | Governor           | Present                  |
| Christian Hicks (CNH)   | Headteacher        | Present                  |
| Alex Kemp (AKP)         | Governor           | Present                  |
| David Malone (DME)      | Governor           | Present                  |
| Laura McBean (LMN)      | Governor           | Present                  |
| Alton McDonald (AMD)    | Governor           | Present                  |
| Jennifer Parker (JPR)   | Governor           | Present                  |
| Thecla Schreuders (TSS) | Governor           | Present                  |
| Celeste Shirvani (CSI)  | Governor           | Present                  |
| <b>In attendance</b>    |                    |                          |
| Glynn Griffith (GGH)    | TCSET CFO          |                          |
| Simon Williams (SWS)    | Deputy Headteacher |                          |
| Mark Pain (MPN)         | Deputy Headteacher |                          |
| Carrie Fentum (CFM)     | Clerk              |                          |

It was agreed to take item 4 before item 3.

|          | <b>Agenda Item</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Action No. and owner |
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| <b>1</b> | <p><b>Welcome</b></p> <p>The Chair welcomed Governors to the meeting, which she said she hoped would be the last to take place via zoom.</p> <p>There were no declarations of interest in items on the agenda.</p> <p>Governors offered their congratulations to Mark Pain as the new Head of School. Mark thanked governors and said that he was looking forward to working with them.</p>                                                                                                                                                                                                          |                      |
| <b>2</b> | <p><b>Minutes and Matters arising</b></p> <p>The Minutes of the meeting 21 January 2021 were agreed as an accurate record of the meeting.</p> <p>Matters Arising /Actions from meeting</p> <p>Action 8, carried over from November</p> <p>MPN said that a parental app that is linked to SIMS has been shared with parents. A new MIS system is being launched from the first day back after the Easter Holidays. It will link all information related to attainment and behaviour</p> <p>Action 2</p> <p>Governor visibility : Chair noted that many actions from TSS’s paper were being worked</p> | Action no. 2,3,6     |

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|            | <p>through.<br/> Clerk to check Governors have sent their photos and biographies and Clerk to upload them to the governors' page on the website.<br/> Carrie to check<br/> Action 4<br/> Communications have been shared with governors and are on governor Hub<br/> Action 5<br/> Survey results have been shared with governors on GovernorHub<br/> Action 6<br/> RSE Link will be arranging a meeting after Easter<br/> There were no further matters arising that were not covered elsewhere on the agenda.</p> <p>The minutes of the extraordinary meeting 2 March 2021 were agreed as an accurate record of the meeting.<br/> Matters Arising:<br/> The Subject specific risk assessments have now been shared with governors. It was agreed that if there are any issues or questions arising from these, they would be addressed through link governors meetings<br/> The chair confirmed that she had emailed the SBM to thank her for all her hard work<br/> The Chair and Vice Chair said that they had not reported back from their meetings with the Headteacher but were committed to doing so.<br/> There were no further matters arising that were not covered elsewhere on the agenda.</p> |  |
| <b>3</b>   | <b>Headteacher's report</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
| <b>3.1</b> | <p><b>Verbal Update on Return to school</b></p> <p>The Headteacher reported that the school had reopened fully two weeks ago and that generally it has been successful. It was noted that</p> <ul style="list-style-type: none"> <li>• It is an unusual situation in term of energy levels as while it feels like a new start, it is actually close to the end of term.</li> <li>• Behaviour has been generally good, there have been some incidents of unusual behaviour. Mask compliance has been fantastic.</li> <li>• Most students are happy to be back but there are some students who are facing issues.</li> <li>• Attendance has been relatively strong at above 95%.</li> <li>• There has been a positive Covid case in year 11. 23 students have been required to self-isolate. This was not a case that was picked up through the lateral flow testing but outside the school. It served as a reminder that the virus is present and that the measures that are in place continue to be important and necessary.</li> <li>• There is a sense of a new start and moving forward. There is a new engagement with the vision and values that had been on hold.</li> </ul>                          |  |

### 3.2 Written Report

The written report had been shared with governors prior to the meeting and focussed on the following areas

- Exam assessment
- Safeguarding/Wellbeing Support for pupils, parents and staff
- Gap analysis planning and catch up
- Focus on DA and support going forward
- Succession planning progress report

Governors were invited to ask questions.

*Q. A governor said that they had found the data difficult to interpret as it is not being compared to previous years.*

The Headteacher said that this data has been produced at the end of lockdown and so comparability was problematic. Disadvantaged students have accessed learning less than other students have.

*Q. A governor asked how the data will be used and what is being done to address the decrease in attainment for year 10.*

Disadvantaged students have suffered disproportionately in Year 10 since they are undertaking GCSEs, and so the progress of this group has declined when compared the previous data drop . Catch-up programmes had been planned to start in January but will now begin after Easter to allow for pupils to settle back into school. It is hoped that by the end of summer term DA students will have caught up as much as possible of their lost learning The school is looking to improve engagement and motivation through student leadership projects, the DofE and it is also hoped that the DfE will announce adaptations to GCSEs for next year soon.

*Q. A governor asked about the standard of provision from the National tutoring programme.*

The Headteacher explained that the school uses My tutor, which is reputable and has been good. There is an issue with the national tutoring programme, which funds tuition at a one to three ratio. One to one tutoring is far more effective. The school has been paying separately for this.

*Q. A governor said that the Year 11 projections appear to show that there is a large group who will not achieve a 4 to 9 in English and Maths.*

The school is looking at how these students can be helped to achieve a 4 to 9 in English and Maths. There is a group with low prior attainment but they are making good progress. It was suggested that the link governors for English and Maths could monitor this situation.

**ACTION**

Maths and English Link governors to raise this with KCL staff at the next meeting

*Q. A governor asked whether the disadvantage gap has increased in all years.*

The headteacher explained that the Year 11 data shows an attainment gap but not a progress gap. In year 11 the gap has not increased although it has in all other years. Catch up strategies will be implemented from summer term to address this.

**Action number 9**  
Link  
Governors  
English and  
maths.

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| <p><i>Q. A governor asked about the SLT succession plan time frame.</i></p> <p>It was explained that the new structure will be in place from September. Before then there is transitional work to be done but this is happening slowly as staff who are part of the plan need to continue with their existing duties in the meantime. We are working hard to ensure that there will be no lost capacity due to the recent changes.</p> <p><i>Q. A governor asked what was the likely impact on TCSND of TCSED advertising for a DHT and AHT.</i></p> <p>The Headteacher explained that he had included this in the report because it was possible that staff from TCSND could apply, although that would not necessarily have a negative impact. There are positive implications from maximising the benefits of working together and creating strong teams across the two schools</p> <p><i>Q. A governor asked, as the transition happens, what the benefits are and what strong teams look like.</i></p> <p>Ofsted are now looking at how schools benefit from being a part of a MAT and so building teams across the schools is what needs to happen. It may be that teams will be built across subject areas, for example the Arts, Music, Drama or Sports. A governor said that they would like a more concrete explanation of the tangible benefits and that it was important to clearly articulate these for parents</p> <p><i>Q. A governor asked for greater clarity on the leadership structure that will be in place in the school.</i></p> <p>The Headteacher said that there would be an Executive Head, a Head of School and a DHT. There may also be an additional AHT but that there is some potential for flexibility in the final structure. It was noted that for many years the school operated with only one DHT. It was agreed to add an item to the next agenda to provide clarity on this and to assure governors that there is no loss of capacity within the proposed structure</p> <p><i>Q. A governor said that the Summer 2021 SAG guidance paper, which had been shared with governors prior to the meeting, had been really comprehensive.</i></p> <p>The Headteacher said that this was a trust document developed across both secondary schools. It is a draft as further guidance is expected from the Joint Council for Qualifications. A plan is in place but there may be elements that need to change, for example around the evidence, standardisation and moderation of grades</p> <p><i>Q. A governor asked what the implications for TCSND are with standardisation with TCSED.</i></p> <p>There are implications for both schools and risks for both schools. Work is being done to ensure that both schools are making the same judgements. The standardisation across the trust is useful and has allowed subject checks and comparative judgments. Exemplar pieces of work will be sent from Ofqual to assist with this.</p> <p><i>Q. A governor asked what checks are in place for SEND and DA pupils and their assessed grades.</i></p> <p>The schools are looking at how to standardise assessment materials and at the content that</p> | <p>Action<br/>no.10<br/>Clerk</p> |
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|                 | <p>students are expected to learn/ revise for the exams in order to ensure that the assessments are accessible. The biggest problem is the time frame. There is very little time to look at, compare and evaluate assessment questions.</p> <p><i>Q. A governors asked whether the school will be open to challenge from parents after the grades are released.</i></p> <p>. A number of measures will be put in place to manage the level of risk</p> <ul style="list-style-type: none"> <li>• Standardising the process and making it as transparent as possible.</li> <li>• Publishing the evidence base being used to calculate final grades.</li> <li>• Ensuring that there is clarity from subject leaders in terms of process and consistent messaging.</li> <li>• Sharing the evidence used to decide grades with students and considering any extenuating circumstances.</li> </ul> <p>It is expected that the vast majority of students will feel that they have the outcomes they deserve.</p> <p>Governors said that they were reassured by the measures that are being applied.</p> <p>It was explained that the guidance paper will go back to the trust and there will be a final version for Governors to see</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                               |
| <p><b>4</b></p> | <p><b>Finance and Premises</b></p> <p>Finance update</p> <p>The finance update had been shared with governors prior to the meeting</p> <p>The CFO reported that</p> <ul style="list-style-type: none"> <li>• The impact of Covid on finances had been documented in the update</li> <li>• Expenditure on support for FSM students during school holidays was covered in the interim by the trust and will ultimately be funded by Southwark</li> <li>• In the first half of the term the resources required for lateral flow testing was minimal. The money that has been received for that is in the budget. It is not yet known how much the school will receive to cover the higher cost of the testing for the second half of the term once the students had returned.</li> <li>• Every student who needed a laptop was allocated one. . 270 were issued in total, some are now being returned. There are a further 30 if they are needed.</li> <li>• Since October, the number of pupils eligible for FSM has risen by 37 and may rise further. This may have an impact on the PP funding the school is due to receive in July. There will not necessarily be PP funding for an additional 37 pupils as some of them may already be included in the current PP figures.</li> </ul> <p>The Budget monitoring report had been shared with governors prior to the meeting.</p> <p>The CFO explained that</p> <ul style="list-style-type: none"> <li>• A £17K surplus is projected, which is a more favourable situation than previous projections</li> <li>• Lettings income has been lost due to Covid</li> <li>• There have been savings on staff costs as a result of not replacing staff who have left and sharing technicians with TCSED.</li> <li>• There was some additional government income for expenses related to Covid</li> </ul> | <p>Information and discussion (Paperwork)</p> |

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|   | <ul style="list-style-type: none"> <li>• There will hopefully be savings on exam costs. The precise amounts are not yet known</li> </ul> <p><i>Q. A governor asked whether the new AstroTurf would provide opportunity to increase letting income.</i></p> <p>The CFO said that there have been a number of enquiries and that it would have a significant impact on lettings income but that it would not be this year.</p> <p>The Headteacher said that</p> <ul style="list-style-type: none"> <li>• The school closure has not had a significant negative impact on the school’s finances but that there is a lack of certainty going forward.</li> <li>• There is a significant water leak which has increased the water bill by £28K and will be expensive to fix.</li> <li>• The support of the Friends has been much appreciated across a range of projects.</li> </ul> <p>The CFO explained the Trust has been successful with a recent funding application with the London Community Energy Fund. The charity that supported the trust through the application would like to involve the parents and other stakeholders to be part of the community fund, which would give them a return on their investment.</p> <p>Governors were asked to volunteer to meet with the charity to understand whether it would be of interest for the schools to have their parent bodies involved.</p> <p>Catherine Barrows, Lucy Hamer and Celeste Shirvani undertook to meet with the organisation.</p> <p><i>A governor said that there has been discussion within the Friends and with the business manager about the creation of a MUGA at the ‘back ball court’ end of the school. Any development would require project management and support. They asked whether some expertise from the East Dulwich building project could be used to support this project.</i> The CFO said that the school was not involved in the building work at East Dulwich but that the people installing the Astroturf who are onsite could potentially offer some advice.</p> <p>The CFO explained that the trust has been working with The Griffin sports ground, looking at ways to develop a long-term option for the benefit of the schools in the trust. The Chair asked the PE link governor to keep in touch with developments on this.</p> <p><i>Q. A governor asked if the school is paying rent for summer term for the use of the field?</i><br/>Rent is not being paid, as it is not being used.</p> <p><i>Q. A governor asked if this meant that there was currently any green space for the students to use.</i><br/>The Griffin is now the space that the school is using,</p> <p>The finance and premises report were received with thanks.</p> |  |
| 5 | <p><b>School Development Plan</b></p> <p>Governors considered the SDP which had been circulated to governors prior to the meeting and noted the areas that had been completed. The areas that had not been completed</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |

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|   | <p>where discussed.</p> <p>It was acknowledged that there is more work to do to develop more fully as an anti-racist school and that the school will need to be more proactive in this area next term in staff recruitment. Governors asked if there was someone else who could lead on the project. The Head teacher said that that would be arranged.</p> <p>Unconscious bias training will take place for teaching staff as part of the SAGs process. It may be valuable to take some short-term action around the poverty proofing review.</p> <p>Governors commented that the work to develop the school’s capacity to provide high quality remote education had been positive. A parent governor added that their experience of the live lesson provision had been good.</p> <p>It was explained that;</p> <ul style="list-style-type: none"> <li>• It is expected that the RAGed red areas related to reading skills and catch up will be addressed soon</li> <li>• Developing students’ leadership may be affected by issues around staff capacity, particularly in view of the onerous work around assessment. It remains an intention to develop this.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    |
| 6 | <p><b>SEND</b></p> <p>The Trust wide SEND review had been shared with governors prior to the meeting. It was explained that the review had been carried out by an external consultant and that TCSND SEND provision had been shown to be strong. The report has highlighted the strengths of school and the expertise of staff.</p> <p>Governors discussed how the school should move forward with its relationship with the LA; to work with them more effectively and ensure that they understand the needs of the school so that the school can give the best to the students.</p> <p>The Headteacher said that the school has a good relationship with Southwark but explained that priority is given to parental preference in choosing a school, and TCSND is very popular with parents of children with EHCPs .TCSND has the highest proportion of SEND students when compared to other mainstream secondary schools in the borough.</p> <p>Governors made the following points</p> <ul style="list-style-type: none"> <li>• Rising numbers of SEN pupils could be a risk to the school without the resources to support them.</li> <li>• The more the schools in the trust work together on SEND, the better it will be</li> <li>• The recommendations of the report were not a surprise and actioning them was a priority</li> </ul> <p><i>Q. A governor asked how the school could start taking action on the recommendations.</i></p> <p>The Head teacher said that Will Cannock from Charles Dickens Primary School is a specialist leader of education and has been asked to work across the three schools and with their SEND staff to begin to implement the review recommendations.</p> <p>It was agreed to look again at the next meeting of the LGB when there would be an update</p> | Action no.10 clerk |

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|   | <p>on structures and ways of working across the two secondary schools.</p> <p><i>Q. A governor asked if there should be an update on SEN offer on the school website?</i><br/>The headteacher agreed that it needed to be made clearer what the school is able to provide and said that this would be happening.</p> <p>It was noted that trust wide training for governors on SEND is planned and governors were encouraged to attend.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| 7 | <p><b>RSE Policy</b></p> <p>It was noted that the version of the policy that had been shared with governors prior to the meeting was the final version. The consultation had taken place remotely.</p> <p>The headteacher said that there are sometimes issues, which arise and need to be addressed and that there should be some degree of flexibility in what is taught.</p> <p>Governors agreed that the RSE curriculum provides useful opportunities to address current issues around violence against women and girls and what constitutes a healthy relationship</p> <p>The Headteacher said that there had been some parts of the RSE curriculum that had been postponed as it had been felt that they would be better addressed in face-to-face teaching rather than online. A new curriculum map will be shared with governors.</p> <p>Governors approved the policy on the understanding that there may be some additional material included in the final version</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
| 8 | <p><b>Governor Business</b></p> <p><b>Trust update/Governance review/Vision &amp; Values</b></p> <p>It was noted that the next meeting of the Trust board would be the last one at which LGB chairs will be members. The Chair explained that work is taking place to draw up the new scheme of delegation and the decision-making matrixes.</p> <p>A meeting of the Governance and Communications Committee has met and considered a raft of policies which will be shared with governors and are essential to an understanding of how governance will work and the expectations of the role going forward. The Trust is seeking to balance the good will and involvement of LGB members with the crystallisation of the trust’s vision. Reports from Chairs will be fed into the trust board and there will be trust wide committees that will have LGB representation.</p> <p><b>Link Governor reports submitted for information</b></p> <p>Reports from the Safeguarding link governor and the Humanities link governor had been shared prior to the meeting. Governors were encouraged to ensure that they read the reports.</p> <p><i>Q.A governor asked how often link governors should be making virtual visits.</i><br/>The chair said that normally visits should be made once per term but that they may be required more frequently in the current circumstances.</p> <p><i>Q. A governor asked when Governors should resume visits to school.</i><br/>The headteacher said that the Current guidance is only until Easter when new guidance will be issued.</p> |  |

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|   | <p><i>Q. A governor asked how is buddy scheme for new governors was working.</i><br/>New governors and buddies reported that they had all held meetings.</p> <p><b>Succession planning</b><br/>The Chair of Governors said that she would be standing down as chair at the autumn term meeting. She explained that she felt that would be a good time to step down, as there will be a new leadership team in place. By informing the LGB now it was hoped that there is enough time for governors to consider stepping into the role. It was noted that the role of chair would be different without the trust responsibility and possibly more appealing. There are various options which could be considered including sharing the role between two co-chairs.<br/>Any governors considering taking on the role were invited to speak to AKG or AMD.<br/>A governor paid tribute to the Chair, the Headteacher and the SLT for demonstrable knowledge and compassion and said that the school would not be in the position it is without that.</p> |                       |
| 9 | <p><b>AOB</b><br/>A governor asked what the relationship is between the LGB and the Friends of the school. It was agreed that this could be looked at the next meeting.</p> <p>There was no further business.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Action no.11<br>Clerk |

Minutes approved by: \_\_\_\_\_

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

**ACTIONS**

|   | <b>ACTIONS</b>                                                                                                                                              | <b>Owner</b> | <b>Date</b> | <b>Status</b>     |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|-------------------|
| 1 | MPN to update parents on progress regarding parental access to their child's information (timetable, homework, attendance etc) at the earliest opportunity. | MPN          | 19/11/21    | Closed<br>24/3/21 |
| 2 | Governor visibility, to consider producing a governor newsletter                                                                                            | Clerk/TSS    | 19/11/21    | ongoing           |
| 3 | Governor to send their photo and biography to the Clerk for the governors' page on the website.<br>Carrie to check                                          | ALL/ Clerk   | 21/1/21     | ongoing           |

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| 4  | Headteacher to instruct PA to share parent letters with governors.                                                                                                                         | CNH                          | 21/1/21 | Closed<br>24/3/21 |
| 5  | Headteacher to share survey summaries with governors.                                                                                                                                      | CNH                          | 21/1/21 | Closed<br>24/3/21 |
| 6  | Link Governor to speak to RSE lead                                                                                                                                                         | LHR                          | 21/1/21 | ongoing           |
| 7  | All to continue to feedback on vision and values on Jamboard.                                                                                                                              | ALL                          | 21/1/21 | Closed<br>24/3/21 |
| 8  | All to note trust/LGB governance review meeting on the 1 <sup>st</sup> Feb and attend if possible. If unable to attend please send any feedback on the review to the Chair and Vice-Chair. | ALL                          | 21/1/21 | Closed<br>24/3/21 |
| 9  | Monitor progress of under of year 11 re obtaining passes in English and Maths                                                                                                              | Eng and maths link governors | 24/3/21 | New               |
| 10 | add an item to the next agenda on the leadership structure at TCSND                                                                                                                        | Clerk                        | 24/3/21 | New               |
| 11 | add an item to the next agenda on SEND                                                                                                                                                     | Clerk                        | 24/3/21 | New               |
| 12 | add an item to the next agenda on the relationship between LGB and the Friends.                                                                                                            | Clerk                        | 24/3/21 | New               |